HR TRANSFORMATION

Lisa R. Marin, SPHR, Director of Personnel   *It's a New Day!*

SUMMER IS BUSY FOR HR TRANSFORMATION COMMITTEES

During the summer months, the District's HR Transformation effort gained momentum. When these subcommittees first met in late June, each one identified long-term enhancements and quick wins. Since then the subcommittees have made significant progress towards achieving these goals.

-- PEOPLESOFT --

In order to ensure that PeopleSoft better meets the HR needs of the District, this committee is working on the following projects:

Correct "Reports to" data

This data maps which employees report to each manager. To date, the committee has sent out a spreadsheet to each agency's HR Advisor to review and update the information, and the correct information will be uploaded to PeopleSoft as a mass change at the start of FY 2006, in early October. This feature will provide managers with access about their subordinates' personal data.

Add new data to the Discoverer system

In September, we will add additional fields from UPPS to the Discoverer database, an Oracle system that allows users to report on data that is updated every two weeks from UPPS.

HR Advisors and other users will now be able to report on key data like Within Grade Increases ("WGI"), Retirement and Not-to-Exceed (NTE) dates.

Evaluate PeopleSoft

"Did we get what we asked for?" is the key question being examined by the PeopleSoft subcommittee. To answer this question, the committee sent copies of the original needs requirements documents for three key modules – Personnel Action Requests (PARs), Position Management and Compensation – to appropriate staff, including HR Advisors and Associate CFOs.

Responses to date have been mixed; users with broader understanding of the system and its capabilities tend to think the system meets the original needs. Users with less knowledge or comfort using PeopleSoft often find it doesn't meet their needs. These findings highlight the need for additional communication on PeopleSoft capabilities and features.

Document business processes

PeopleSoft is a tool to help the District manage its personnel data, but using PeopleSoft is not necessarily intuitive. The subcommittee aims to document the business processes that are affected by PeopleSoft and provide additional training to system users. To date, we have focused on the processes for recruitment, terminations and PARs that impact payroll.

- STAND-ALONE SYSTEMS-

Before PeopleSoft was implemented, HR data was captured in a variety of independent systems within DCOP. This subcommittee's task is to:

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TRANSFORMATION APPRECIATION AWARDS

Lisa Marin, Director of Personnel, would like to recognize the hard work and dedication of each participant on the transformation subcommittees in FY 2005.

To reward everyone for their efforts, she will submit a recommendation for a group Incentive Award to the DC Incentive Awards Committee.

The following agencies have employees participating in the HR transformation process.

DC Office of Personnel
Child and Family Services Administration
Department of Consumer and Regulatory Affairs
Department of Corrections
Department of Health
Department of Human Services
Department of Mental Health
Department of Parks and Recreation
Department of Public Works
Department of Youth Rehabilitation Services
Metropolitan Police Department
Office of the Attorney General
Office of the Chief Financial Officer
Office of the Chief Medical Examiner
Office of the Chief Technology Officer
Office of Labor Relations and Collective Bargaining
Office of Planning
Office of Property Management

(Stand-Alone Systems continued)

Determine which stand-alone systems within DCOP should be maintained

This committee has identified 39 stand-alone systems within DCOP, ranging across all functional areas of the agency. These include internal systems, like the OIT Request and Benefits Reconciliation systems, as well as external systems such as Online PMP, Open Enrollment and Discoverer.

The committee developed several assessment criteria to determine whether each system should be maintained as a stand-alone system, transferred to PeopleSoft, converted to some other system, or eliminated altogether. Criteria included items such as input and output sources, users, frequency of use, usefulness, and operability.

This analysis was completed in August. Next, the committee will establish a sunset plan to shut down the specified stand-alone systems and determine which can be absorbed into PeopleSoft.
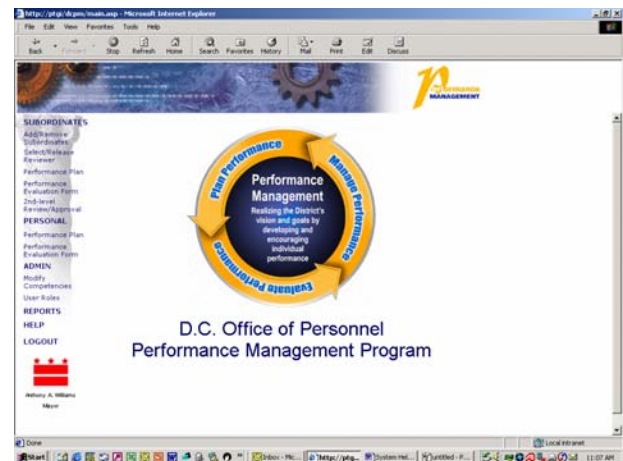
-- RECRUITMENT --

This committee's primary goal is to determine what would be the best recruitment system to help the District government hire employees. It is responsible for the following projects:

Implemented PeopleSoft enhancements to Online Job Application

During the first week of August, several PeopleSoft enhancements to the Online Job Application went live to make it more user-friendly for applicants. Improvements included:

- Adding test boxes so that applicants can insert narrative in response to ranking factors;
- Adding a spell check function; and
- Adding a "Save" button on each page, so applicants can save what they have already completed during the process.

(Recruitment continued)

Modifications to go into effect in mid-September include:
- adding the ability to search for positions by salary range;
- providing a link to instructions about residency preference;
- adding pop-up boxes that describe errors; and
- adding a text box to enter names of educational institutions.

Review electronic recruiting systems

In August the committee began reviewing a variety of recruiting systems to identify what other software packages can do and to learn about the full functionality of PeopleSoft's e-Recruit module.

The committee received a demo of NEOGOV, which is software that can be integrated with the PeopleSoft e-Recruit module, and also visited the U.S. Office of Personnel Management to review USA Staffing, the web-based system they use to post Federal jobs and to rate and rank applicants.

The Recruiting committee has also documented the recruitment process and identified some opportunities for streamlining it.

The next steps for the committee are to assess the extent to which the current PeopleSoft e-Recruit module meets the District government's needs, determine whether there is additional functionality in PeopleSoft that we could use to improve our business process, and make a software recommendation.

-- DISTRICT PERSONNEL MANUAL --

This committee's goal is to make the District government's personnel rules and regulations more accessible and understandable to users throughout government. To accomplish this, the DPM committee is doing the following projects:

Rewrite and restructure the DPM

The committee has completed the Statement of Work to hire contractors to help DCOP rewrite and restructure the District Personnel Manual, which will be a long-term project. The SOW is currently moving through the procurement process.

Hold briefings to clarify Residency Preference

DCOP has drafted an Administrative Issuance on how to prepare a selection certificate, and is developing materials to use for detailed briefings for managers and HR professionals on how to apply residency preference.

Update Position Description class

The committee has coordinated with the Center for Workforce Development to revise the current course, "How to Write a Position Description" to include more information about ranking factors. In addition, the committee is working on a memo to require this new course of all supervisors and managers.

Update appearance of DPM on DCOP website

During September, the committee will work with DCOP's web content manager and web programmer to develop a new look and feel for the DPM that still complies with all OCTO requirements for information on the web but makes it easier to navigate.

-- DATA AND REPORTS --

This committee aims to capitalize on PeopleSoft's reporting capability by developing key business management reports on HR data:

Create agency and District summary reports

Several reports have been developed by the ASMP team this month, including a DCOP scorecard report, a report of all rejected PAR actions returned to the agencies by DCOP, and a report on all PAR actions completed by agencies with internal agency tracking.

(Data and Reports continued)

Review current PeopleSoft reports and queries

The committee has received summaries of all available reports and queries from ASMP and is currently reviewing these to determine whether additional reports need to be put into production in PeopleSoft. In addition, DCOP managers have determined what kinds of information they need from the system.

Conduct training on how to use reports

Preliminary training on how to use PeopleSoft reports and queries was provided to members of the Data and Reports in August. Several HR Advisors also received an additional overview on reports. More detailed training will be developed and rolled out in FY06.

-- CLASSIFICATION --

Conduct classification training for task force

One goal is to simplify the current Factor Evaluation System (FES) of classifying positions by reducing the number of factors considered from 9 to 5. The committee needs to provide training to the Labor-Management Classification and Compensation Task Force to explain how this change will affect the classification process.

Map current classification business process

The committee has mapped the current business process for classifying a position, including how the current process works in conjunction with PeopleSoft.

Assess alternative classification systems

DCOP currently uses the Factor Evaluation System (FES) to classify a position. In order to determine whether this is the best method for classifying jobs, the committee has tested job evaluation systems to see how they compare to FES. They will also survey other organizations – including both local governments and private sector firms – to determine whether another system would work better for the District.

Examine options to create PD Library

One way to streamline the classification process is to create a Position Description (PD) Library. Members of the committee have tested two automated systems, Monster QuickClass and AVUE, to determine how they can best meet our needs. Any chosen system must be able to integrate with PeopleSoft.

-- INFRASTRUCTURE --

To meet its goal of identifying the most appropriate HR model to support the District government, this committee has undertaken the following projects:

Determine current scope of DCOP services for all District government agencies

The committee has developed a statutory overview of all DC government agencies indicating their personnel authority. The committee is currently working to complete the matrix to answer the following questions:

DCOP SKILLS ASSESSMENT

To help improve performance and service delivery, DCOP plans to identify training and other developmental activities to help strengthen staff skills.

By the end FY 2005, DCOP will conduct an online skills assessment of its employees' skills:

- Employees will provide a self-evaluation of their skills in core HR functions as well as specific technical areas (i.e., classification, staffing); and
- Managers will assess employees' skills in both general and specific HR functional areas.

The Center for Workforce Development is assisting with conducting these evaluations. Training curriculum and interventions will be developed to close any identified skills gaps.

NEW COMMITTEE MEMBERS JOIN THE HR TRANSFORMATION

Thank you to all of the additional people who have contributed to our transformation efforts.

New subcommittee members include:

Transformation Steering Committee

Gayle Davis, OLRCB

Classification

Charles Arp, DCOP
Tom Tedesco, OPM
Jean Batts Wilks, DOH

PeopleSoft

Andrea Anderson, OP
James Hightower, OCFO
Peggy Richardson, OCTO

District-wide Personnel Infrastructure

Turna Lewis, DCOP

Data and Reports

Armey Bruce, MPD
Sandy Lazar, ASMP
Peggy Richardson, OCTO

Welcome aboard!

(Infrastructure continued)

- Which agencies does DCOP service?
- In practice, does DCOP process or authorize all personnel actions, from recruitment to appointment to movement to termination?
- If the answer to the above question is no, which services does the agency do for itself?

Develop core and additional HR services

The committee will define the DC Office of Personnel's core services, which we will provide to agencies at no cost, as well as additional services that we can provide for a fee. We recognize that all agencies are not alike and have different HR needs.

Outline proposed role of DCOP and agencies in service delivery

To help provide more consistent service delivery, this project will define the different roles of DCOP and the agencies to formalize the responsibilities of each role and increase accountability between DCOP and its client agencies.

Promote consistent HR Advisor function across agencies

The committee is examining position descriptions (PD) of HR Advisors across agencies to create a group of standard PDs for the HR function in the agencies. The goal is to provide a flexible framework while promoting consistent application of HR policy across the agencies.

IN THE NEXT ISSUE…

Look for the following stories in our next issue of HR Transformation:

- Blueprint for Transformation
- Gearing up for FY 2006
- Subcommittee Updates